

**Minutes will be adopted at the next Mayor's Cultural Policy Review
Committee Meeting in September 2006.**

MINUTES

Mayor's Cultural Policy Review Committee
Bascom/Tykeson Room, Eugene Public Library
100 West 10th Avenue, Eugene, Oregon

June 14, 2006
7 p.m.

PRESENT: Tina Rinaldi, Chair; David Kelly, Vice Chair; Bill Blix, Kirk Boyd, Cheryl Crumbley, Alan Evans, Mindy Linder, Jerry McDonnell, Kazan Oveissi, Gretchen Pierce, Richard Scheeland, Tim Smith, Betty Snowden, Rex Stevens, Yvonne Stubbs, Andrew Toney, Mary Unruh, Kari Westlund, Rick Williams, Marguerite Zolman, members; Mayor Kitty Piercy; Library, Recreation, and Cultural Services Director Angel Jones; Laura Niles, Mark Loigman, Theresa Sizemore, Library, Recreation, and Cultural Services; Mark Goldring, Claudia Bach, Fred Crafts, Wolf Keens & Company.

I. Welcome and Introductions

Ms. Rinaldi called the meeting of the Mayor's Cultural Policy Review (CPR) Committee to order and first disposed of some housekeeping items, reminding members to turn off their cell phones prior to each meeting and circulating a sign up sheet for contact information. She invited members of the public to offer written comment to the committee on sheets provided for that purpose. Ms. Rinaldi noted that a Web site regarding the work of the committee was available and would be updated as time went on.

Mayor Piercy welcomed those present and thanked them for their willingness to participate. She looked forward to the committee's results. Mayor Piercy thanked Ms. Rinaldi and Mr. Kelly for their willingness to serve as chair and vice chair of the committee.

Mr. Kelly said that he was participating in the committee as an advocate of the arts rather than as a city councilor. He recalled the Budget Committee's 2005 decision to fund a Cultural Services policy review, which led to the selection of Wolf Keens & Company as consultant and the establishment of the committee, which included the nine members of the Cultural Services Department Advisory Committee and twelve community members selected for their unique perspectives. He hoped the committee produced some concrete ideas and actions to carry forward to strengthen arts and culture in the community.

Mayor Piercy noted the council's selection of the arts and outdoors as a priority.

Those present introduced themselves and briefly discussed their backgrounds and interest in the arts.

II. Introduction to Cultural Planning

Mr. Goldring provided an overview of cultural planning, copies of which were provided to committee members. He described a broad definition of culture that included fine arts as well as the sum total of a community's customs, traditions, and beliefs and said at the next meeting the committee would be asked to consider what constituted culture in Eugene.

Mr. Goldring emphasized the inclusive community nature of the cultural planning effort, saying it must address the needs of cultural arts groups and artists as well as address the needs of parents and help revitalize downtown. Many agendas would be served. He distinguished between a blue print and a road map and said a cultural plan was a road map to help the community get where it wished to get using many different roads. The plan and its implementation would be flexible in terms of its guidance and how to set priorities over time.

Mr. Goldring noted the many areas considered in cultural planning, which included community economic development, audience development, arts and cultural education, and neighborhood cultural activities.

Mr. Goldring provided an overview of the extent of the community engagement process envisioned, and noted the research and fact-finding that would also be occurring at that time.

Mr. Goldring provided an overview of the project timeline, reporting it was scheduled to take approximately one year.

Ms. Bach stressed the importance of communication between the consultant teams and arts providers as well as the general public. She said that multiple opportunities for input would exist. Ms. Bach provided an overview of some of the techniques that would be employed to communicate with the public, which included the internet, List-servs, a Web site where documents would be available, and stated that the consultant team would produce monthly reports that would be e-mailed to members and posted on the Web site. She stressed the need for the committee to communicate about the process to the larger community, and to reflect the input they heard back to the committee.

III. Scope of Services Overview

Mr. Goldring emphasized the need for the committee and consultant team to work collaboratively and said that worked best when there were clear expectations and understanding about what would occur. He reviewed the scope of work document, saying that the committee was the venue for all thinking and research to be processed. The consultant team needed the committee's feedback and knowledge of Eugene and the consultant team would share its expertise regarding the field, current national trends, and what was occurring in other places with the committee.

Mr. Goldring said that six committee meetings were planned and dates for those meetings would be proposed soon. He asked for the committee's assistance in building a list of citizens to engage in the process, suggesting that each member offer the names of at least 12 people. He anticipated the committee would receive an e-mail from the project manager team soliciting that information. Ms. Bach added that the people suggested did not have to be in leadership roles; it could be that the committee members found them to be influential in other ways, or catalysts for action. They should represent the diversity of the community.

Mr. Golding indicated that the consultant team would work closely with Ms. Rinaldi and Mr. Kelly to review protocol and check-in on various aspects of the project; they might choose to involve other committee members in that decision-making process.

IV. Committee Discussion

Ms. Rinaldi solicited comment from the committee.

Mr. Smith asked if the review process was unusual or unique. Mr. Goldring said it was not unique or uncommon; it happened fairly frequently. He had done plans for smaller cities, adding that Eugene had a sophisticated cultural arts scene that was out of proportion to its size. Mr. Smith asked how the consultant team would gauge success. Mr. Goldring said he would measure success by checking to see if the resultant plan was implemented. Ms. Bach observed that sometimes aspects of the plan were implemented in unexpected ways. She suggested that the committee consider ways that it could evaluate progress over time.

Mr. Boyd asked how specific the actions suggested in the review process would be. Mr. Goldring said that his firm did very concrete, detailed plans that identified priorities, parties that should have lead roles in implementation, and estimates of start-up and ongoing costs.

At the request of Ms. Crumbley, Mr. Goldring shared his firm's experiences with cultural planning in other communities such as Birmingham, Alabama.

Responding to a question from Mr. Toney about the transparency of the process and community engagement, Ms. Bach indicated her belief that the success of the committee's communication with the community depended on the committee since the consultant team was only in town intermittently. The consultant team could produce the tools that the committee needed but the committee needed to tell the team what it needed to communicate effectively. Speaking to the issue of transparency, Mr. Goldring said that people needed to know that their input was valued as well, and it was important to allow people to see each other's input.

Mr. Evans observed that the richness of the community's cultural offerings came with challenges as people become focused on their own needs as opposed to considering the broader "we." He asked how the consultant team would work with those challenges. Mr. Goldring said that he would try to invite people to the larger vision and provide them context for that vision that was inclusive of their narrower interests. He said that it was hard for some people to look beyond their immediate needs. He said that the team would attempt to make it clear that all would gain through the synergy of the community in the process. Most people accepted that. Mr. Goldring observed that for busy volunteers, shifting from day-to-day operations to a broader visioning process was often a challenge. He said that often, the challenge was managing expectations. If people were looking to a long-term planning process as a way to solve a short-term budget problem, that would not happen.

Responding to a question from Mr. Oveissi regarding the impact of the plan on the community, Ms. Bach recalled the areas considered in community planning mentioned in Mr. Goldring's presentation and suggested there was potential for impact in those areas. However, she thought it too early to say what the impact would be. Responding to a concern expressed by Mr. Oveissi that people would not be excited or engaged by a committee process, Mr. Goldring agreed that

planning was generally a plodding exercise. He said that the process had not yet reached the exciting part yet because the vision was yet to be developed. The committee needed a vision to capture the enthusiasm of the community.

Speaking to Mr. Oveissi's concerns, Mayor Piercy said the committee was formed out of a community desire not just to be another good place for arts and culture, but one of *the* places for arts and culture that would be a destination for visitors. When Eugene touted itself as a great city of the arts and outdoors, Mayor Piercy wanted people to know what it was talking about and why it was saying it. She thought a lot of what was needed to meet that goal was already in place.

Also speaking to Mr. Oveissi's concerns, Mr. Kelly said that the effort was impelled by the existing arts and culture scene and the challenges that existed in the lack of community knowledge of that scene, issues related to access, and a lack of coordination. He liked Mr. Goldring's road map analogy, suggesting that the committee would figure out what that road was. He thought the specifics that would excite the public would come from the work of the committee.

Mr. Stevens said that some think the "arts boat is sinking" and questioned whether the community had a year to plan for the future when it needed a plan now to "bail out the boat and get it floating in the right direction." Mr. Goldring said he heard that in many communities. One of the risks in moving quickly to address immediate problems was that a community tended to skimp on the fact-finding and started solving the wrong problems. People assume that the problem was insufficient money, and that the solution was more money. That was not always the case, or it was not sufficient to solve the problem. He pointed out that the sooner the committee started, the sooner it would be done. Ms. Bach said that sustainability in the arts was a "hot button" issue in the industry, and "bailouts" were not sustainable. She suggested the committee setting might not be the place to solve such problems.

Ms. Unruh asked to what extent the consultant team's recommendations would reflect the collaborative process. She also asked if the recommendations would identify the organizational strengths and interests, the leaders, the financial assets needed to make the recommendations happen. Mr. Goldring emphasized the collaborative nature of the priority setting process that would occur, and said that the consultant team's recommendations would be very detailed.

Mr. Blix asked how much time the consultant team intended to be in Eugene, and how familiar it could become with what he considered to be an "incredibly complex" community. Mr. Goldring said that the process was designed to take into account the fact the consultant team was not Eugene-based. The team did the best it could in reviewing material, talking to people, and attempting to get an in-depth understanding of the situation, but he knew it would miss something. That was the reason for the committee, which could respond to the consultant team's findings and refine them through an iterative process. Ms. Bach said that was also the reason for asking the committee to identify other people to contact.

Mr. Goldring invited members of the audience to provide the consultant team with the names of residents to contact for input.

Mr. Kelly liked the broad focus of the process and encouraged committee members to think broadly when they suggested names to the consultant team. Regarding the final product, he suggested that it contain a menu of options for the City Council to consider.

Ms. Lindy asked to what extent the process would involve other nearby communities. Mr. Goldring said that the planning process focused on Eugene but he understood that people were not constrained by political boundaries in their attendance of cultural functions. He welcomed comment from nonresidents to the degree it affected the cultural scene in Eugene. Ms. Bach added that the resultant plan would focus on actions that would occur inside Eugene but it would be informed by data regarding regional use.

Mayor Piercy noted the existence of events that were identified with Eugene but not located in Eugene, such as the Country Fair.

Mayor Piercy noted the council's goals regarding race, youth, and homelessness, which raised issues of access and the importance of having events that reflected those audiences.

Ms. Snowden asked why, in light of the long-term nature of the implementation of a plan and the fact of the diverse and talented arts community that existed in Eugene, a consultant team had been hired to fix the community's problems. Mr. Goldring responded that it was not the consultant team's job to come into the community and tell it how to be better. Rather, it was to listen to a range of different perspectives regarding the future of the arts and culture in the community and facilitate a conversation about that to reach a vision of the future. The consultant team would reflect what it heard from the community through the filter of its experience.

Ms. Bach noted that some communities do their own plans but most do not, and pointed out that the consultant team could also bring in other people with different backgrounds and expertise to contribute to the plan. She said there was no reason Eugene could not do the plan on its own, but it had not happened. Mayor Piercy added that she frequently heard a desire that the community take advantage of what it had in regard to the arts and move onto the "next level," and that the City lead the way in that effort. The consultant team had the experience to help the committee achieve that goal.

Mr. Smith asked if most plans resulted in regulation. Mr. Goldring said that was an element of what could be proposed. He pointed out that in general, there were many agents and actions involved, of which the City was only one. Generally, a plan's recommendations were suggestions for direction rather than proscriptive. Ms. Bach added that on occasion, a planning process could identify a regulatory impediment.

Responding to a question from Mr. Boyd, Mr. Goldring encouraged him to contact the other resident companies for names to provide to the consultant team. He asked committee members to consider what groups were missing, or where categories could be augmented.

Mayor Piercy asked the consultant team to consider how the City's neighborhood organizations could be used to both provide input and carry information back to the neighborhoods.

Mr. Scheeland asked Mr. Kelly if the Budget Committee had supported the expenditure for the planning effort because of economic development concerns. Mr. Kelly said that was one issue, but not the only driver behind the effort. A basic community love of the arts, the desire to foster a sense of community in downtown, concerns about the median age of audiences at arts events, and a perceived lack of coordination among arts providers were other drivers. Mayor Piercy said that the status of the visual arts in the community was also a concern.

V. Process Outline—Next Meeting

Mr. Goldring reiterated that the consultant team would contact the committee members for citizen names and poll for fall meeting dates. He provided his e-mail address: mg@wolfkeens.com.

Ms. Rinaldi reminded the audience of the comment forms and invited audience members to fill them out and provide them to staff. She said that comments could also be offered on the Web site.

VI. Adjourn

Ms. Rinaldi adjourned the meeting at 8:50 p.m.

(Recorded by Kimberly Young)